



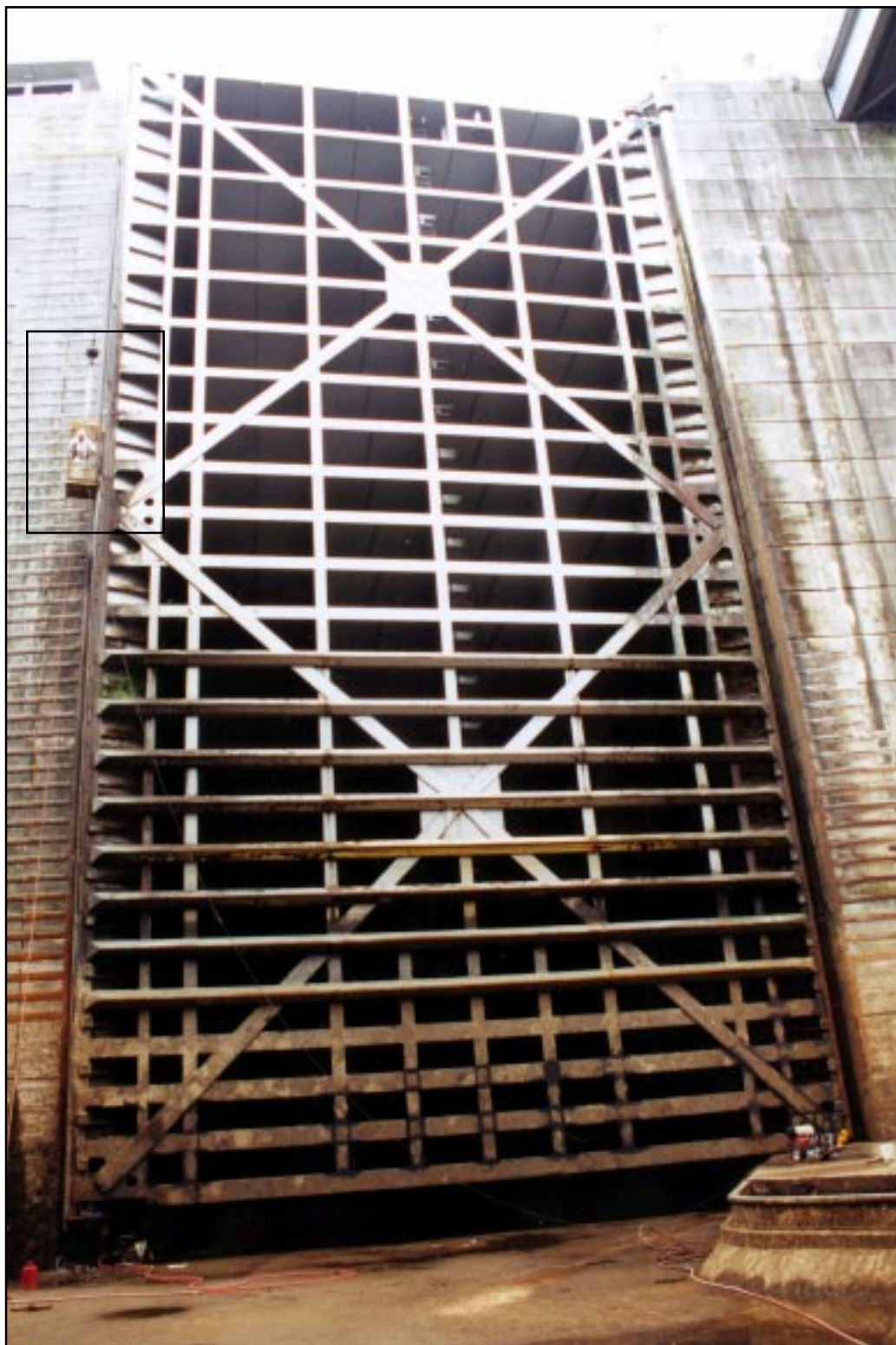
US Army Corps
of Engineers®
Nashville District

DistrictDigest

Volume 100, Number 7

Respected-Responsible-Reliable

July 2000



Wilson Lock Dewatering Brings Unexpected Challenges

See Story Page 8

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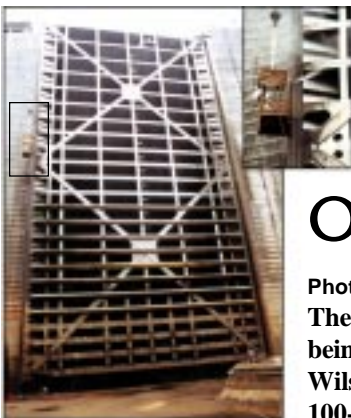
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Service Awards were recently presented to District team members in recognition of their service in the federal government.

On the Cover

Photos by Bill Peoples

The lower riverwall gate of Wilson Lock is shown as it is being cleaned by Arthur Wright, maintenance worker, Wilson Lock. Inset shows Wright at work cleaning the 100-foot tall gate.



DistrictDigest

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IMO (Mail Center)

The District Digest is an unofficial publication authorized under the provisions of AR 360-81. It is designed through desktop publishing and printed by offset process for the Nashville District, U.S. Army Corps of Engineers. Circulation is 1,600.

The editorial views and opinions expressed are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army.

The District Digest is printed monthly and is a Command Information publication of the Nashville District, U.S. Army Corps of Engineers.

Articles, photographs, and other contributions are welcomed and encouraged. The editor reserves the right to make editorial changes to all material submitted for publication.

Story ideas and articles may be submitted to P.O. Box 1070, Nashville, TN 37202-1070. Details may be obtained from the editor at (615) 736-7161.

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Thoughts From The Trail...



Hello Nashville! At our last staff meeting I announced that we would move Construction Branch from the Construction – Operations Division to the Engineering Division. As many of you know, I debated this move for some time. Several months ago, I had a team look at whether we should make the change and the team developed arguments both for and against realignment. Two major reasons cited for making the move were better synergy between our designers and builders, and better cross-training opportunities between engineering and construction personnel. Some of the reasons cited against realignment were that our current structure works well (it isn't broken so don't fix it), all field personnel and activities reside in one division (good synergy and operations support), only a small cost savings will be gained by realigning, and that the current structure ensures the integrity of the contracting and design review processes.

The senior leadership and I considered all of the points listed above as we wrestled with the decision. Ultimately, we felt that the potential benefits of the move outweigh some of the drawbacks cited above. In particular, I am convinced that making this change is the best way to posture the District for success as we begin major construction on Kentucky Lock. In the coming months, we'll build and staff our Kentucky Lock Resident Office. In addition, we'll soon let the highway embankment contract, the first major construction contract for the project. Therefore, I believe that it's important to get the structure in place now that we'll use for the duration of the Kentucky Lock project. Accordingly, I plan to make the realignment effective with the start of the next fiscal year. This is a logical point to make the change and should support our budget and personnel processes.

In my last Digest article, I mentioned the great work performed by our team at Wilson Lock, particularly those involved with getting the river open for navigation after a barge sank in the main chamber. Since then, we experienced another barge sinking at Wilson, this time in the auxiliary

chamber. Once again our fantastic CONOPS team rose to the occasion and quickly repaired the sunken barge, refloated it, and opened the river to navigation. Not long after this, the team completed a difficult 30-day dewatering of the main chamber while simultaneously monitoring, and finally assisting with the removal of the sunken barge and 2.8 million tons of cement from the bottom of the lock floor. While the feats of this team were truly incredible (see the photos in this edition of the Digest), what most impressed me was the fact that they were able to get all of this done safely! My hat's off to the entire team (John Brewington, James Byrd, David Cherry, Gerald Choat, Leon Harden, Ron Henson, Eugene Hixon, Marsha Holder, Roy Hudgins, Bob Jackson, Charles Langley, Larry Paulk, Bobby Powell, Paul Rowe, David Sheetz, Gary Stansbury, Steve Stoneburner, Eddie Dale Taylor, John Traughber, Sam Walker, Freddie Whaley, Gary Burke, Charles Depriest, Claud Dopel, Scott Gunnels, Leon Gomez, William Miller, Philip Moore, Jim Mowery, Cledus Reeves, James Russel, James Sowell, John Suter, Mickel West, Ben Amos, Tom Battles, Louie Binkley, John Boyett, Ray Bryant, Greg Cox, Don Dean, Wade Earl, John Lively, Brandon May, Jeff Neely, Bob Nesbitt, Kevin Phebus, Brian Pierce, Robert Reed, Ken Rhodes, Jeff Ross, Carl Scott, Dennis Wiley, Carl Winfree, Donnie Damron, David Betherum, Roy Joines, Pete Leighty, Gary Harding, and Jim Davis).

If you've wandered around the District headquarters lately, you've probably noticed boxes, construction, and general upheaval. We're in the midst of several relocations and office upgrades that should result in a better, more productive work environment. The logistics and security office was recently renovated and in the next few weeks/months you should see Planning Branch's move completed to the 4th floor, Construction Branch move to space on the 5th floor, and renovation of part of Engineering. These moves support our realignments, but more importantly, will get these branches into newly refurbished space — fresh paint, new walls, carpet,



and in some cases, furniture. Other relocations that we're working include moving Regulatory Branch from the District headquarters out to J. Percy Priest and moving the EEO office to the 5th floor (not a closet this time). I'd like to express my thanks to Tim Rochelle, Ernest Alley, Mike Zoccola, Ralph Ownby, Mark Hallar, and Bill Barnes, the folks who worked the details for these relocations. Several others who deserve mention for their support include Mike Swing, Bobby Austin, George Groghan, and Lawrence Engman who pulled the cable and relocated the phone and computer connections so that everyone could maintain communications.

If you missed our District picnic on June 16, then you missed a first-class affair. More than 500 folks attended the picnic and enjoyed the superb weather, great cooking, and some heated volleyball competition. The Management Sponsored Activities Committee did a fantastic job putting together the picnic. Some of the stalwarts included Debbie and George Groghan who were responsible for most picnic coordination, Curtis Malone and team who gave lessons on how-to-barbecue, Shirley Overby who purchased food and beverages (for more than 500 folks), Larry Haley who put together the kids program, Cullum Miller for the volleyball tournament, Brigitte Rugare for coordinating volunteer support, and Judy Smith and Christy Vatovec for ticket sales.

If you work here at the District Headquarters, you know that an increasingly serious problem affecting workforce morale is parking. Mike Zoccola recently volunteered to head our Parking Committee (I drafted him) and is trying to gain an understanding of the magnitude of the

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See Thoughts From the Trail

‘There’s a New Deputy in Town’

Story by Bill Peoples

Maj. Richard L. Shelton arrived on June 5 to assume duties as the Deputy Commander and Deputy District Engineer of the Nashville District. Even though he got some strange looks when he rode into town on a Harley-Davidson with New York tags, he brings with him strong organizational skills and a great attitude as Nashville’s new Deputy Commander. He comes to the Nashville District from Fort Leavenworth, Kan., where he recently graduated from the U.S. Army Command and General Staff College.

According to Shelton, he feels he is returning to Tennessee. Although he was born in New York and attended high school there, he grew up and went to school in Cookeville and Chattanooga, Tenn. “My great-grandfather was a Methodist minister in Nashville and as a child we would come to family reunions here,” said Shelton. “My grandmother still lives in Chattanooga, and I have two uncles, both World War II veterans, and some cousins who are in Nashville. I grew up a good portion of my life right here in Tennessee so my family is happy to see me back in Tennessee. I was offered the Deputy position in either the Buffalo District or the Nashville District. With Nashville’s great reputation and the proximity to family, it was an easy choice.”

Invest in People

“I’ve looked forward to this sort of job for a long time,” said Shelton. “My training and background have prepared me for it. I majored in civil engineering at West Point and my masters degree is in Civil Engineering with a specialization in Geotechnical Engineering from Cornell University. Although, I’ve worked in tactical engineer units for ten years and taught engineering at West Point, I’m very excited about working here and learning more about the civil works side of the Corps of Engineers.”

From an early age, Shelton knew he wanted to be military officer and an engineer. “When I was ten-years-old, I visited West Point,” he recalls. “Up to that point, my life had been somewhat chaotic. I went to West Point to visit my uncle who

was an instructor. I knew at that point I wanted to join the military. As a fifth grader attending Red Bank Elementary School near Chattanooga my teacher asked me ‘What do you want to be when you grow up?’ I said ‘I want to go to West Point and be an Army Engineer Officer.’ She laughed and said ‘You are going to have to start working on your grades.’ Determined, I set out to do it, and I did. That was a defining moment in my life.”

During his Military Academy years, Shelton was very active in the Society of American Military Engineers (SAME) and the American Society of Civil Engineers (ASCE) Student Chapters serving as President for both organizations. He was also very active in marksmanship during college earning All-American status three years and setting a collegiate record in pistol that still stands. Shelton is still a world-class competitive pistol shooter.

After graduating from West Point in 1986, assignments took him to Fort Drum, N.Y., where he became an expert in demolitions, and to Germany, where as a Company Commander he helped build bridges all over Europe. He has served in a variety of different positions to include operations, maintenance, and supply staff positions. Along the way he earned several military badges and tabs. These include: the Air Assault Badge, the Distinguished Marksmanship Badge for Pistol, the Parachutist Badge, the Ranger Tab, and the President’s Hundred Tab, which is the most prestigious of all U.S. Army Marksmanship Awards. He also attended the U.S. Army Sapper Leaders Course, which teaches advanced demolition, engineering, infantry, and leadership skills.

Two strengths that Shelton brings to Nashville are his organizational abilities and his attitude. “I have natural organizational skills and ensure things are done efficiently,” said Shelton. “I bring a lot of common sense to the table. I also enjoy what I do. I have a positive attitude and look forward to coming to work in the morning and I hope that rubs off on others.”

As far as leadership philosophy, his style is people-oriented and with a servant-leader attitude. “I’ve heard people



New Nashville Deputy Commander, Maj. Richard L. Shelton, talks about his goal of helping the District to excel.

say there are two styles of leaders,” said Shelton. “There are those who put mission first and take care of people after the mission is accomplished and those who take care of their people so they can accomplish the mission. I generally trust people, ensure they have the tools to succeed, and join them as they accomplish even the most difficult missions. I’ve been asked, ‘When you go to the District how many people will be working for you?’ I know as Deputy Commander I’m going to work for 840 Nashville District workers and do my best so they can do their job to the best of their abilities. I want to understand what people are required to do, never tell them how to do it, but provide them with broad guidelines. You get it done the best way you can, and I’ll help you do it. Most of the time, those around you with experience will probably find a more efficient way to accomplish a mission. I’ve never been accused of being a micromanager.”

“I like to understand where everyone fits into the organization and I want them to understand how they fit into the big picture,” said Shelton. “I’ve noticed in other organizations that when people know how important they are, whether they are a big wheel or a small wheel, they

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Safe Self CD is a First for the Corps

by Bill Peoples

Most people don't realize that Corps park rangers are really rather vulnerable. They have no gun, no arrest authority. Their only weapons when they face the public are their brains and their words, even if they're dealing with someone drunk, crazy, disorderly, belligerent, or breaking the law.

Now they are gaining Safe Self, which is training in Verbal Judo, a form of tactical communication. Safe Self is the first Natural Resources Management exportable training program, and the first training program of its kind in the U.S. Army Corps of Engineers Visitor Assistance Program. Tactical communication is the process of communicating to redirect the behavior of others and generate voluntary compliance.

The training compact disk (CD) is designed to not only meet the needs of park rangers, but also of any Corps employee who has contact with the public. In mid-August two CDs will be sent to all Corps projects, and one to each district office to kick off the program.

Corps park rangers have used tactical communication skills for years to resolve problems and disputes with visitors; they just never knew it.

"We didn't call it tactical communications or Verbal Judo back then," said Wallace Halcomb, a retired park ranger at Lake Cumberland, Ky. Back in 1972, he was the first Corps park ranger granted authority to wear the ranger badge and to issue citations. "We called it 'using a level head,' not letting the other person make you lose your professionalism or your 'cool.' It was just something you developed dealing with the public. I used it long before I ever pinned on that first badge. When I got citation authority, I did go through some police courses which covered how to talk to people during tense situations."

The Safe Self program has three goals — to teach basic tactical communications to anyone dealing with the public, to help Corps employees gain compliance from individuals who are not complying, and to

give employees tools to assist them in resolving problems with the public in a positive manner.

"By using these tools we leave the customer more satisfied than they would have been using other approaches," said Bill Jackson, resource manager at Martins Fork Lake in Harlan, Ky, and also a Verbal Judo Instructor and Safe Self project consultant. "When we began working on Safe Self, we wanted to make it user-friendly, interactive, and as entertaining as possible, but still be educational. We came up with seven interactive scenarios that were filmed using professional actors."

Invest in People

Each person in the Visitor Assistance Program is required to have eight hours of refresher training annually, including at least two hours of tactical communications training.

"We designed the Safe Self program to meet the annual requirement," said Jackson. "Depending on the employee's reading speed, we estimate it will take about four hours for an employee to go through the entire Safe Self CD training in one session. Upon completing the seven scenarios, the employee will log onto the website in Huntsville and take the course test. To receive credit for the course, the employee must pass the test with a score of 80 percent or better."

The Safe Self program was created from the techniques of a form of tactical communications called Verbal Judo.

"Dan Troglin, a former Visitor Assistance Instructor and now Chief of Natural Resources Management in Portland District, is the one who originally got us involved in Verbal Judo," said Jackson. In 1997, Jackson attended the Verbal Judo Instructor Training taught by Dr. George J. Thompson, president and founder of the Verbal Judo Institute. Verbal Judo, according to Thompson, is the martial art of the mind and mouth, which trains practitioners to become samurai warriors of communication.

In 1998, Jackson and Chris Arthur, a



The introductory screen for the Safe Self CD will soon be popping up on computers throughout the Corps as this educational program is kicked off.

park ranger at Lake Sidney Lanier in Georgia and a PROSPECT (Proponent Sponsored Engineer Corps Training) Visitor Assistance Instructor, spent several months converting the Verbal Judo techniques from a police setting and incorporating it into the PROSPECT Visitor Assistance Training Program.

The Corps' Natural Resources Management Career Development Committee initiated the idea to develop the CD as an option for personnel to obtain the required annual tactical communications training. The contractor for the project is Tec-Masters, Inc. of Huntsville, Ala.

According to Jackson, the Safe Self CD program incorporates all the Verbal Judo techniques taught in the PROSPECT Visitor Assistance Training Program and will provide that training to the Corps' Natural Resources community and any Corps team member who has contact with the public. □

Thoughts From The Trail Continued from Page 3

problem — how many spaces would we need to provide if we could, how far is it reasonable to walk, would you make use of a shuttle from Old Hickory or J. Percy Priest, etc? In the next few weeks, Mike will get an electronic survey to all folks working at the headquarters. I ask that you take the time to complete the survey as it will allow us to better understand the problem and options you would support if we can get authority to purchase parking or run a shuttle, etc.

Well, summer is upon us — kids are out of school and family vacations are in the works. Until next month, enjoy yourselves, stay safe, and continue to "lead the way, Nashville." □

How to Be an Effective Mentor

by Patsy Writesman Pagan, Professional Speaker/Business & Political Strategist

What is a mentor, really? A mentor is “a brain to pick, an ear to listen, and a push in the right direction,” according to The Uncommon Individual Foundation, an organization devoted to mentoring research and training. It reports that mentoring is the third most powerful relationship for influencing human behavior, after marriage and the extended family.

The Uncommon Individual Foundation identifies three things people need to succeed: a dream, someone who believes in them, and determination. We often forget how powerful it is when someone believes in us.

Why do the trades have apprenticeships and medical professions require internships? Because personal attention from experienced practitioners helps learner’s master essential skills, attitudes, and knowledge.

Benefits of Being a Mentor

Lots of people would like to be mentored, but those willing to mentor are harder to find. What are the benefits of being a mentor?



Photo by Bill Peoples

Wayne Huddleston, Planning, Programs and Project Management Division, one of the mentors in the District, talks about the role of a mentor in the Mentoring Program.

One advantage of mentoring is the sense of significance you receive. You often wonder if what you’re doing is making a difference, or if your efforts are just being dumped into a black hole. However, in a mentoring relationship, we’re usually dealing with people hungry to grow, eager to learn, and there is a more visible return on our investment.

A second benefit is personal growth. As a mentor discusses character issues with a mentoree, both are forced to look at their own character issues. Rodger Schmidt, who not only continues to be mentored but also mentors others says, “I can’t look at someone else’s life without evaluating my own. I have people looking to me for answers. It holds me to a different level of accountability. They’re evaluating my life. It is very beneficial.”

In the beginning, what does a mentor actually do? At first, the tasks are:

- Set the tone. Once contact is made between mentor and mentoree, it is up to the mentor to create an environment where trust blossoms.

- Clarify expectations. A safe place for this kind of learning requires three things: openness, hospitality, and boundaries.

Mentors do not want mentorees to

expect too much or too little. Both problems can be avoided if expectations are discussed openly. Everything from “Is there homework?” to “Who pays for coffee?” should be agreed upon ahead of time so there will be mutual understanding. Unrealistic or unexplored expectations can come back to haunt you later.

Then agree on meeting length, frequency, time, place, purpose, and level of accountability.

“A mentoree



Photo by Bill Peoples

Patsy Pagan, a former Nashville District employee and now a business consultant, was the trainer for the 2000 Mentoring Program kickoff.

may expect you to be empathetic and offer a shoulder to cry whenever they feel the need. Well, that may not be your best contribution as a mentor,” says Don Payne, who now trains mentors. “Or the mentor may expect something that the mentoree is unwilling or unable to give. In the beginning, both need to say, ‘This is what I think I can give, this is my gift mix, this is my experience range. My life is like a box — there’s a lot of stuff that’s outside this box, but you’re welcome to whatever is inside.’”

Sharpening Your Mentoring Skills

Once the relationship is established, the mentor does several things.

1. Maintain trust. After trust is established, it must be maintained. This means being honest, open, and transparent. In addition, mentors should keep to the point, follow through with commitments, be available and flexible.

It also means appropriate confidentiality; private information stays private. It may take months for mentorees to open up, but it takes only a minute to shut them up with inappropriate sharing.

At the outset, mentors and mentorees should discuss the kinds of information that would be appropriate to share (1) with anyone, (2) with other mentors, and (3) with each other only.

“Trust,” says Don Payne, “grows out of humility. When a person does not



Photo by Bill Peoples

Lauren Heffelman, Engineering Division, tells about her experience as a mentoree and what she received from the program.

presume to know what's in my head and is willing to hear me out that engenders trust in me. I tend to hold at a distance people who seem to make prejudgments about what I need or what I need to hear."

Attentive listening is the key.

In addition, mentors learn as well as teach. Mentoring relationships are not one-way, hierarchical relationships. While it's true that one has more experience than the other, the "life sharing" goes both ways. Thus, an additional responsibility of a mentor is to "accept the mentoree's influence." This, too, builds trust.

2. Have an agenda. At the top should be the mentoree's questions. However, be flexible enough to recognize teachable times and debrief after positive and negative events.

3. Offer your network. Much of your effectiveness is not what you know but whom you know. If the mentoree asks, "Who knows something about this?" and you don't, then your assignment is "Who knows somebody who knows something about that?"

4. Offer perspective. By virtue of their extra years, mentors have something mentorees do not: experience. A mentor should therefore offer mentorees the gift of perspective.

"That's what mentors do — keep things



Photo by Bill Peoples

Erica Newman, former student aide, Planning, Programs and Project Management Division, shared her thoughts about being mentored as part of the student aide and co-op program in the District.

focused on why we're doing what we do and who we're doing it for. We provide perspective."

One of the most important duties of a good mentor is to ask the right questions. A mentor is not "the answer person," but rather, "the one who gets the mentoree to do helpful self-reflection."

Invest in People

As MacFarland says, "Taking risks and working outside of our previous experience can promote growth if the mentoree is willing to expand in this way."

A final skill mentors should hone is the skill of correcting. Mentors are like mirrors helping mentorees see what's preventing them from being all they can be.

"I'm not going to attack their character," says Burns. "I just want to hold up the mirror and say, 'Do you see this?'"

If the mentor has built a relationship of trust and safety, the mentoree is more inclined to accept correction. They will think, "My mentor cares for me so I can hear what they're saying." However, in a mentoring relationship, we have an even greater platform for accountability. If the mentoree's actions or work habits are inconsistent with their stated goals and

commitment, the mentor needs to mention it.

Payne describes his role this way. "To pirate a phrase from a mentor of mine, I want to 'make a clean wound.' A clean wound is direct, not through the back door, a subtle dig, circuitous, or sarcastic. Those are jagged wounds.

"A clean wound is also a wound that I own. I never confront beyond my own willingness to stay alongside the person and become part of the solution after I've made the wound. Clean wounds heal, jagged wounds don't."

"In a culture that presses for instant results by following a few key principles," says MacFarland, "the mentoring process can seem slow. However, there is no short cut for equipping people to become all they have the potential to become."

The seemingly slow pace of mentoring is offset by its universal suitability for people of all ages, all races, all nationalities, and all of life.

"Mentoring is never confined to vocational or organizational boundaries," says Don Payne, "and since no one ever outgrows the need for increased character and competency, the need for mentoring continues. We all need a brain to pick, an ear to listen, and a push in the right direction."

Some Questions for Mentors are:

- Where is your character being tested?
- What are your hopes and dreams for your future career?
- How can I help you?
- How is your relationship/communication style impacting your career?
- As you assess your growth, where do you see areas you need to work on? What are your felt deficiencies?
- What are some new things you could try?
- What are some things we could do that would help you to be more a person of integrity?
- What pain have you experienced and what were some of the effects of that pain?
- How has that shaped who you are?
- How might you use your past to prepare for your future?

Most people approach any new task with trepidation. Can I even do this? Thus, a mentor serves as a confidence builder. □

Hydrology and Hydraulics Branch Works Hard to Design Projects and Regulate the River

Story and Photos by Bill Peoples

Every branch in the Nashville District Office has its own unique mission but most cannot say they affect the day-to-day activity of a river or hydropower plants. The Hydrology and Hydraulics (H&H) Branch not only claims this but does it everyday. The Branch is also responsible for designing flood control projects, and a variety of other water resource efforts.

"We have several missions, with two being primary," said Dennis Williams, chief, Hydrology and Hydraulics Branch and a member of the branch for over 30 years. "First, we operate the reservoirs on a daily basis through our Water Management Section, which includes the spectrum from drought conditions to flood conditions. Our folks define what the inflows are, define what the outflows, schedule generation and tell TVA and Southeastern Power Administration (SEPA) how much water is available for power on a daily basis. Part of Water Management is also water quality, and we have a comprehensive program to enhance water quality in the Cumberland River and its

tributaries. Secondly, we manage water resources in the District, which means being heavily involved in the design of flood control projects, flood plain management work, planning and project management support and hydrologic data collection, through our Water Resources Section."

Revolutionize Effectiveness

The Water Resources Section handles a variety of programs and issues dealing with water within the District's geographical area. From flood plain management to water supply issues, this section deals with programs that can be extremely controversial and have high public interest.

"The section is responsible for hydrologic and hydraulic design of projects, hydrologic data collection, flood plain management functions, water supply issues, flood insurance studies, water surface profiles, and work with the geospatial data systems within the District," said Bill Barron, lead hydraulic engineer, Water Resources Section. "We do a lot of work also supporting Planning and Project Management."

The hydraulic engineers in the Water Resources Section become involved early in projects. "We are on the critical path for many projects because we have to go out and establish what the hydrology and hydraulics are for the area at the front end of any water resources study," said Barron.

An area that handles many inquiries from the public and municipalities is the Flood Plain Management Services team.

"We have three major functions," said David Hendrix, team leader Flood Plain Management Services. "First, to provide technical assistance to the local community when they have a problem they don't know how to handle. Second, to do special studies to help solve flooding problems, and third is quick response information to the public that is primarily phone calls from the public. We do charge for some services on a sliding scale depending upon the complexity of the assistance. This money does make it back into our budget. If it didn't we would not have enough money to operate for the year. Although it is overwhelming sometimes, it is personally and professionally rewarding to help develop some solutions to problems that really affect people."

The program has a lot of potential for growth since TVA recently relinquished their function of providing answers to flood plain questions and the Nashville District took over this responsibility, according to Hendrix.

Municipalities have been drawing water from the Cumberland River and its reservoirs for years free even though there was a public law on the books since 1958 stating the Corps of Engineers could charge for this reallocation of water, according to Barron. In order to assess a charge a water reallocation study must be done for each reservoir. The Water Resources Section is doing these studies, according to Barron.

The Water Resources Section is still involved in eastern Kentucky assisting with the Section 202 program. Water Resources work in Nicaragua is also a new



David Hendrix (left) team leader for the Flood Plain Management Section and Russell Riddick, co-op student, both from the Water Resources Section, discuss an ongoing special hydrologic study.



Carol LeSturgeon (left) and Hershel Whitworth (right), both hydraulic engineers in the Water Management Section, use computers to assist them in forecasting the amount of water available for hydropower production in the Cumberland River each day.

mission for the branch.

“John Hunter is the lead engineer for our work in Nicaragua, part of the relief effort from Hurricane Mitch,” said Barron. “Lately, John has been involved in designing bridge capacities based upon using a minimum amount of steel since they have a fixed quantity to work with. Here is an example of a different kind of project for a hydraulic engineer and an opportunity to make a difference.”

The Water Management Section has responsibility for managing the water in the Cumberland River basin. It balances the needs of different customers with the overall priorities of the water management program.

“We oversee the ten reservoirs in the Cumberland River Basin,” said Jim Upchurch, chief, Water Management Section. “They are operated for flood control, navigation, hydropower, recreation, water quality, water supply and fish and wildlife. Most of the time we are trying to balance these different needs and prioritize them. Of course, those priorities change sometimes on a daily basis. We try to meet all of our water management objectives for each project and for the basin as a whole each day.”

The process, which members of the section go through, is one of analyzing data collected to predict how much water will run off into the District’s reservoirs and then balance what amount of water is available to meet the water management objectives.

“After we look at all the different needs and factors, we determine how

much generation we need to have at each project,” said Upchurch. “We then give that information to SEPA and TVA so they know what power is available. TVA will then schedule that daily amount of energy on an hourly basis to best meet their power needs. TVA is able to schedule the generation within certain restrictions, which the Corps puts on them. For example at our navigation projects they can’t increase or decrease generation too fast because that sends a wave of water down the river that causes operating problems for barges coming upriver.”

The task of overseeing the ten reservoirs, forecasting and planning water requirements is a never ending task, which has to be done daily, seven days a week including holidays. This means having a rotating schedule of people working the weekends and holidays.

The Water Quality Team is composed of four personnel: Bob Sneed, team leader; Jack Brown, hydraulic engineer who does the water quality modeling for the section; Richard Tippit, biologist and the zebra mussel point of contact for the District; and Glenn Johnson, chemist, who runs the District’s Water Quality Lab at J. Percy Priest Lake.

One area within water management, which is increasing in significance, is the District’s water quality initiatives. Because of low dissolved oxygen levels on many of the lakes on the Cumberland River, the District has made water quality a priority within the water management program and the hydropower program.

Hub baffles have been installed at Dale Hollow and Center Hill Power Plants and plans call for installing them at Wolf Creek in the near future. These baffles raise the dissolved oxygen level in the tailwater, but also cause a slight loss of efficiency in operation of the turbine, according to Sneed.

The Hydrology and Hydraulics Branch is day-by-day making a difference in peoples’ lives who live in the Cumberland and Tennessee River basins, and it is the team members in the Branch who are making the difference, according to Williams.

“I’ve been privileged to work with some outstanding hydraulic engineers in the early days, Mr. Harry Blazek, Sr., Mr. Robert Engels, Mr. Rick Connor,” said Williams. “I think they are responsible for setting the standard for the reputation the branch enjoys today. I’m also extremely proud of the group of people that we have today and the outstanding work they do on a daily basis.” □

New Deputy

Continued From Page 4

work better. Information is critical. I believe in keeping people informed about where we are going. I get my job satisfaction by being a part of an organization that is recognized as being extremely competent.”

Shelton values his time away from work and has many interesting hobbies. “I’m an avid hunter,” said Shelton. “I enjoy all the outdoor activities. I enjoy all levels of professional baseball and I’m always willing to attend a game. I love woodworking and anything I can do with my hands. I’m a motorcycle rider and enthusiast and recently got a Harley while assigned at West Point. I still shoot competitively when I have the time.”

“I am looking forward to the next three or four years here in Nashville,” said Shelton. “I’m glad I’m here and want to help the District, as Lt. Col. Taylor says, ‘Lead the way, Nashville!’” □

Wilson Lock Overcomes Challenges

Story and Photos by Bill Peoples

Life around a lock gets complicated when a barge sinks in the main chamber a week before you are scheduled to dewater the lock. It gets even more interesting when a second barge sinks in the auxiliary chamber right after you begin dewatering the main lock. This unbelievable set of circumstances occurred in May when two barges sank at Wilson Lock, one on May 2, before the May 6 dewatering began and the other on May 14.

More than 65 District personnel from Florence Repair Station, the Nashville Repair Station and the Plant Section, as well as maintenance personnel from other locks, responded to these events and completed the dewatering on schedule, reopening Wilson's main chamber on June 6.

"I've been in the Nashville District 25 years and have never seen or heard of two barges down at the same time at a lock; it's unprecedented," said Dave



Gary Burke, from the Nashville Repair Station, welds cracks on the lower landwall gate at Wilson Lock during the dewatering. Metal gussets were also welded onto the lower gates to reinforce areas that were cracked.



The barge, which sank in the main chamber on May 2, waits to be cut up and lifted out of the chamber. The concrete mixture, which the barge was carrying also had to be removed from the chamber floor before the completion of the dewatering.

Bethurum, chief of the Physical Support Branch. "Actually the timing of these occurrences could not have been much better for us. We already had people on site preparing for the dewatering when the first barge went

down. They responded immediately. When the second barge went down as the dewatering began, we pulled people off our primary work on the main chamber to work on the auxiliary lock."

The first barge sank in the upper end of the chamber after it came in contact with the upper gate and broke out of the tow. After examining the first barge, it was decided to put the main chamber back in operation, but limit the number of barges allowed in the chamber to eliminate the risk of making contact with the sunken barge.

"We had divers go down and examine the barge," said Gary Harding, lockmaster, Wilson Lock. "Because it landed on its side near the upper gate and did

not do significant damage to the upper gate, we decided to continue to pass traffic through the lock until the scheduled dewatering, but limited it to three barges at a time in the chamber. We did this to allow industry to get as many barges through before the lock was closed."

The main chamber was closed on schedule on May 6. The next week, a barge loaded with steel coils became unbalanced and sank in the upper auxiliary lock chamber. Upon examination, it was decided that welding metal plates over it to increase buoyancy and make the cargo compartment watertight could probably re-float the second barge, according to Harding.

"We shifted people off the main chamber and put out a call for additional personnel," said Bethurum. "Almost everyone in the repair party and Plant Section are journeyman-level fitters and



Left: The upper gate gear box on the landwall is uncovered for maintenance during the dewatering.

During Dewatering



A contractor employee cuts into the hull of the sunken barge in Wilson Lock. The barge had to be cut into sections in order for it to be lifted out of the main lock chamber.

welders, so it was a matter of shifting team members from the main lock to the auxiliary lock and re-staffing the shifts at the main lock in order to continue the dewatering.”

The second accident added to the backlog of tows waiting to lock through the auxiliary chamber causing a backlog of more than 240 barges, which amounted to about 240 hours of lockages.

The main maintenance performed during the dewatering was repairing concrete spall on the river wall, work on the culvert valves, repairing the upstream lift gate operating equipment, and welding cracked structural members on the lower gate, according to Bethurum.

Wilson Lock is always a challenge to dewater and work on, because of its very high head. The normal lift is 93 feet, which is the highest east of the Rocky Mountains.

“Everything at Wilson is bigger and heavier, and it takes more manpower and equipment to work here,” said Bethurum. “You are lifting heavier objects at greater distances. Consequently, it takes more time to do things here.”

According to Bethurum, although hampered by the loss of almost 1,000 man-hours when the second barge sank, the crew, headed by Roy Joines, chief, Maintenance Section, was able to complete the necessary repairs on time in order for the lock to open on June 6. □

Right: Ray Bryant, foreman, Nashville Repair Station, inspects a portion of the lower landwall gate at Wilson Lock during the dewatering. Most of the work done during the dewatering focuses on portions of the lock like the lower gates that are usually underwater during normal operation.



Chuck Nichols (right) and Owen Traugher (left), both of the Plant Section, file an old gasket off part of the upper gate gear box during the Wilson Lock dewatering.



Picnic Proves to be ‘Footloose and Fancy Free’



The 2000 Engineer Day Picnic for the Nashville District lived up to its theme “Footloose and Fancy Free.” Whether playing a hard-hitting game of volleyball, relaxing to sounds of the “Deep Water Boys” or eating some delicious food, picnic goers kicked off their shoes and enjoyed the day. Some photos of the day’s events are presented here.



Photos by Bill Peoples.

Young People at Risk on our Waterways

Story and Photo by Steven Foshee

We may insist that our young people be buckled up for safety in our cars, but when it comes to water safety many of them are still at risk.

Every weekend there are young people on the water not wearing life jackets, or personal flotation devices (PFD), using boats or jet skis. Last year one of the most common boats involved in accidents was the personal watercraft, sometimes known as a jet ski. According to National Transportation Safety Board Statistics, 48% of the operators who rent personal watercraft have operated this type craft once or never, and 18% who own this type of watercraft have previously operated this craft once or never before their purchase.

Personal watercraft (PWC) manufactured today can exceed 60 mph, but even at a speed of 40 mph, a PWC travels across the water at 20 yards per second. The PWC is classified as a boat but operational characteristics are nothing similar to the majority of boats used today. PWCs are highly maneuverable and can change course quickly under power, yet have a loss of control during off-throttle steering. Along with the off-throttle steering risk, at high speeds PWC operators also suffer a loss of reaction time when hidden dangers or other watercrafts cross their path.

Seek Growth Opportunities

According to Mark Vaughan, environmental protection specialist and boating instructor, J. Percy Priest Lake, "Boating courses offered by the U.S. Coast Guard and Tennessee offer an excellent way to learn the basic boating skills needed to operate your PWC or other boats safely on our nation's waterways. Tennessee offers the "Boating Basics" course which offers helpful safety tips in over taken other vessel and buoy identification. Proper buoy identification is essential to one increasing their reaction time in case of a hidden or sudden danger on the water."

Officials with the National Transportation Safety Board studied the reaction

times of boat and PWC operators. Their results were best described in the example of two PWCs traveling at 40 mph on a head-on course.

The study indicated the response time would be 1.3 seconds, which means the PWC would have traveled about 50 yards across the water. The PWC operator would also have to address the issues of which vessel was required to comply with the rules of the road, determining the risk of collision, and responding in time to alter course. Under these conditions, the study revealed an inexperienced operator who is not aware of navigation rules and which vessels have the right of way is faced with a life or death challenge in a split-second. Obviously, children are extremely at risk on the water under these conditions, but also due to lack of supervision and not having family role models who wear a proper United States Coast Guard (USCG) approved life jacket while participating in waterborne activities.

The U.S. Army Corps of Engineers and the National Water Safety Congress wants everyone to employ the National Safe Boating Council theme "Boat Smart From The Start. Wear Your Life Jacket!" The Nashville District, Corps of Engineers, is using public service announcements, safety messages on milk cartons, bus cards and billboards with a safety message from the head football coaches from Alabama, Kentucky and Tennessee.

Emmett Forte, National Water Safety Congress representative, advises, "There is one item, which if worn, would prevent most drownings — wear your life jacket while boating and fishing."

Life jackets are personal flotation devices (PFDs) and come in a variety of shapes, colors, sizes and materials. Some are made to be more rugged and last longer while others are made to protect the wearer



A Personal Water Craft (PWC) operator is pushing the limits of a new craft but at what cost to his and his passenger's safety?

from cold water. No matter what type of life jacket is selected, be sure to select one based on planned activities and water. Selecting carefully now can save a life later.

USCG approval means that the PFD has passed rigorous testing. Always look for the USCG approval number when buying a life jacket. Also, read the manufacturer's label and the "Think Safe" pamphlet attached to the device.

Young people remain at risk today when it comes to PWC operation and the lack of wearing a PFD. This risk factor can be reduced through education and paying attention to common sense safety measures. The number of drownings today stands at 6,000 a year. Join your neighbors, the water recreation industry, and the U.S. Army Corps of Engineers in this nationwide water safety effort. For further water safety information visit the water safety website at <http://www.orn.usace.army.mil/>. □



Hydropower Rehab Program Forges Ahead

by Bill Peoples

The Hydropower Rehab Program is continuing to move ahead and meet its milestones. The program's centerpiece is the Hydropower Business Plan, which was approved in February by the Nashville District Project Review Board (PRB). The plan covers all the hydropower plants in the District and prioritizes the needs of each project.

"The plan was approved in February and we are well underway," said Jerry Brown, project manager of the Hydropower Rehab Program in the Planning, Programs and Project Management Division. "The plan prioritizes the work based on need, which is determined by factoring in the age of the project, current maintenance status and the cost to benefit ratio analysis of each project."

The District currently has three rehab projects underway: the Wolf Creek Power Plant, the Center Hill Power Plant and the Barkley Power Plant.

Seek Growth Opportunities

The Wolf Creek project is a non-federally funded uprate, which will increase the capacity of the plant. Southeastern Power Administration (SEPA) and the uprate sponsors, which include TVA, East Kentucky Power Cooperative, and several municipally owned power companies, are now reviewing the draft decision document.

"We submitted the draft decision document to the sponsors in December," said Brown. "Overall, they were very pleased with the document and did not have any significant comments. We are awaiting the final review comments from TVA before we issue the final decision document. Assuming everyone agrees to participate in Phase II, the detailed design and construction, we will then negotiate a Phase II Memorandum of Understanding (MOU) that will enable us to accept nonfederal Phase II monies from the sponsors."

The funding for the Phase II of Wolf Creek will be \$70 - \$75 million with design and construction taking about five years to complete. The design will begin as soon after the decision document is

finalized and the Phase II MOU is signed, according to Brown.

Because of recent problems with two units at Wolf Creek Power Plant, rewinds will be necessary soon. Rewinds are replacing the copper coils inside the stationary part of a generator. The design for these rewinds will begin this calendar year.

"Regardless of the uprate sponsorship, we are going to have to go ahead immediately, beginning in October 2000, with design for rewinds of units four and six at Wolf Creek," said Brown. "This work needs to be done now, but hopefully we can transition into a full uprate before rewind construction work actually begins."

Before the rewind work or uprate work begins, the powerhouse overhead crane will also need to be rehabbed. This is planned for next year, according to Brown.

The Center Hill and Barkley Power Plant Rehabs are also progressing. The Center Hill Rehab Report is about 85 percent complete and the Barkley report is about 75 percent complete, according to Brown.

"The Center Hill Rehab Report will be ready for submittal in March 2001," said Brown. "A parallel project is the Barkley Rehab Report. It is about 75 percent complete, and we also plan to submit it in March 2001. These documents present feasibility, economic justification, marketability justification and an assessment of the reliability of the old equipment."

Headquarters, U.S. Army Corps of Engineers, reviews all these reports and determines the priority and urgency for long range planning and fiscal budgeting. They are then sent to the White House Office of Management and Budget (OMB) for review, according to Brown.

"Once Headquarters does its review and OMB does its review, the rehab report is normally submitted to Congress as part of that year's Water Resources Development Act (WRDA)," said Brown. "That gives us the authority. We have to wait about two years before we get the construction general (CG) money."

The Wolf Creek Uprate is unique because it is being done with non-federal funding. SEPA, and the uprate sponsors, use the power generated at Nashville District's hydroelectric power plants to fill



Photo by Dave Treadway
Turbines at Old Hickory Power Plant.

a critical portion of the region's power requirements so they have a direct benefit by funding the rehabs. This rehab could be a model for others to follow, according to Brown.

"This is really an experiment and an unprecedented way of direct funding with non-federal money," said Brown. "Hopefully we can make this a success story, despite the delays occurring right now, because it will be the model for projects all over the country to get this direct funding. All the marketing agencies are eager to see this succeed, and the Corps is, too."

The plan also addressed the other power plants and sets up a schedule based upon priority and urgency for each one to be studied and rehabbed. After the Wolf Creek, Center Hill and Barkley Power Plants, the next projects to be studied are Old Hickory and Cheatham Power Plants. Dale Hollow, Cordell Hull, J. Percy Priest and Laurel River complete the plan.

"We obviously want to get the major problems resolved as quickly as possible, but would like to get the biggest result for the investment on the front end," said Brown. "Because of this, we are working on our higher capacity projects first."

Another problem, which planners are trying to resolve in the rehab process, is the low dissolved oxygen levels in the tailwaters of many of the District's projects.

Continued on Page 19
See *Hydropower*

Encyclopedia Britannica is Now Available Online

by James Siburt, District Librarian

For those who prefer to handle the genuine article, with its thick maroon binding and gold gilt lettering, the *Encyclopedia Britannica* is still available for reference in the Library. First published in 1768, by Edinburgh, Scotland printer Colin Macfarquhar and Edinburgh engraver, Andrew Bell, the 231-year-old encyclopedia is now available online at <http://www.britannica.com>. In addition to the 32 volume encyclopedia, the reader can access news services, weather & sports, an online store, web directory, newspapers, magazines and a variety of Internet sites.

Revolutionize Effectiveness

Britannica.com provides a pair of ways to access the web information. At the top of the screen on the opening page there is a "Find" box where search terms or phrases can be entered. Also, you can click on the "Advanced Search" tab to refine search terms. The Find command searches all of web page's resources and accepts Boolean operators to narrow

outputs. In the Advanced Search mode it is possible to limit the search to the encyclopedia, the Internet, etc., by entering search terms in up to five different fields. You can choose to search for the terms in the whole document or only in the title and, by adjusting screen tabs adjacent to the search fields, it is possible to search for an "exact phrase," "any words of the phrase," "all words of the phrase" or "none of the words in the phrase." "None of the words" is used to eliminate an unwanted result from your search. For example, if you wanted information on Lincoln, Nebraska, you could also enter the term "Abraham," click the tab "none of the words" and eliminate all references to the famous president.

Depending on the output of your request you may have to modify your search parameters. If, for example, you receive only a few postings you will need to re-enter the search using less specific terms [i.e., change from exact terms to any



terms in the phrase; or from any terms to all terms in the phrase.] As in all database searching, you should be as precise as possible and as imaginative as required in arriving at your results.

Completed searches return a page with four columns: the web's best sites, Britannica articles, Magazines and related books. Clicking the link(s) takes you to the specific site. The database contains more than 72,000 encyclopedia articles, reviews more than 125,000 internet sites and provides selected information from around 100 major magazines. There are links to other sites, including newspapers, wire services and access to the web as a whole. If needed, the entire Merriam-Webster Dictionary is available as well.

A further means to search is located on the left side of the home page in the Explore section. Under the Explore heading is a list of subjects, Arts, Books, Sciences, and others. One clicks the arrow to the left of any of these subjects to obtain a list of relevant topics. When the mouse pointer is placed on the topic, a menu appears, notifying the searcher if any encyclopedia articles or web sites are available for review.

A variety of other services are found in this site, but are generally for one's personal home computer. For example, you can open a free email account, set up your individual stock portfolio and shop the Britannica store. Britannica.com is a good site for encyclopedic information, menu based Internet searching, even the local weather report. It's worth a look. □

Good News for STAIRS in the Nashville District

by Gloria Cartwright
Human Resources Office

The Standard Automated Inventory and Referral System (STAIRS) is getting a facelift. The South Central Civilian Personnel Operating Center (CPOC) converted to Resumix 5.3 on June 30. The features of the new version provide for expanded capability to accept and read a three-page resume; to scan for up to 200 skills per each candidate resume; and the capability to produce new reports.

If you already have a resume on file and do not wish to update it, then you are not required to take any action.

STAIRS is based on the premise that employees will put a resume on file in the CPOC database and then self-nominate as vacancies occur. You are strongly encouraged to take this opportunity to put a resume on file. Application instructions and job vacancies can be viewed at www.cpocscr.army.mil/emp-center/ssd.htm.

Please contact your servicing Human Resource generalist for any needed assistance. □

Want To Be A Millionaire?

by Victoria Hooper, Human Resources Office

By now most everyone has seen or heard of the television program, "Who Wants to be a Millionaire?" Did you know that employees in the federal civilian service have the opportunity to make a million, or more? Well, it does take a career with the federal service, and does not happen overnight, but it is possible and it is happening to federal employees now!

How, you may ask, can I get in on this deal? You need to investigate your opportunities in the Thrift Savings Plan and take action by enrolling now. If you do not participate, you cannot make the money! The Thrift Saving Plan (TSP) is a retirement savings plan for FERS (Federal Employees' Retirement System), and CSRS (Civil Service Retirement System) employees. Congress established the TSP for Federal employees in the Federal Employees' Retirement System Act of 1986. The purpose of TSP is to provide retirement income. It offers federal civilian employees the same type of savings and tax benefits that many private corporations offer their employees under 401(k) plans. Because your TSP account works in tandem with your retirement, it is to your advantage to start planning now for a successful retirement cushion by using the TSP. You may be thinking, "I just can't spare the money right now" or "I'm too young to worry about retirement." You need to consider that the younger you are when you start, the bigger your TSP account can grow. There are several reasons to participate in the TSP and to start now:

*The sooner you start contributing, the sooner your money can go to work for you. Your account will grow from the earnings on your contributions, and those earnings, in turn, accrue more earnings. This growth is known as compounding and the longer your money is in your account, the more you can benefit from it. Start young, start now.

*FERS employees receive Agency Matching Contributions. When you put your own money in, your agency also puts money in for you. But if you don't

contribute your money, you miss out on every paycheck on agency matching money.

*TSP savings are tax deferred. That means you reduce your current taxable income and you don't pay Federal (and, in most cases, state) income taxes on the money in your TSP account until late, most likely when you withdraw your money at retirement and are in a lower tax bracket.

Your TSP benefits are in addition to your FERS or CSRS annuity. If you are a FERS employee, the TSP is an important part of your retirement package, along with the FERS basic annuity and the Social Security. If you are a CSRS employee, the TSP is a supplement to your CSRS annuity.

Invest in People

TSP has two open seasons per year. One of the open seasons is now in progress, from May 15 through July 31. During this time, any eligible employee may enroll in the TSP and current participants may change the amount of their future contributions or the way they are invested. Ask your personnel generalist for a copy of the TSP Election Form, TSP-1, or download the form from the TSP website: www.tsp.gov. New FERS employees are eligible for enrollment as follows:

If you were hired: July 1, 1999 through December 31, 1999, you can choose to contribute in this open season. The deductions will begin from your pay effective July 2, 2000.

If you were hired: January 1, 2000 through June 30, 2000, you can choose to contribute in open season beginning on October 15, 2000 through December 31, 2000. The deductions will begin from your pay effective the first full pay period in December 2000.

FERS and CSRS employees hired before July 1, 1999 are already eligible for the TSP.

Note that there is a change in the dates from past open seasons. The new open season schedule beginning in October 2000 will be October 15 through December 31 and April 15 through June 30 of each year.

If you are covered by the FERS retirement system, you can contribute up to 10 percent of your basic pay each pay

period, up to the annual Internal Revenue Service (IRS) limit (\$10,500 for 2000). Your agency matches your contributions dollar for dollar on the first 3 percent you contribute each pay period, and 50 cents on the dollar for the next 2 percent you contribute.

Also, your agency automatically contributes an amount equal to 1 percent of your basic pay each pay period, whether you contribute or not.

If you are covered under the CSRS retirement system, you can contribute up to 5 percent of your basic pay each pay period, up to the annual IRS limit (\$10,500 for 2000). You do not receive any agency contributions.

You can choose among three investment funds:

Government Securities Investment (G) Fund — This is invested in short-term, risk-free U. S. Treasury securities that are specially issued to the TSP.

Fixed Income Index Investment (F) Fund — This is invested in a bond index fund that tracks the Lehman Brothers U. S. Aggregate (LBA) bond index.

Common Stock Index Investment (C) Fund — This is invested in a stock index fund that tracks the Standard and Poor's (S&P) 500 stock index.

In October 2000, the TSP will have five investment funds: In addition to the G, F, and C funds, there will be a Small Capitalization Stock Index Investment (S) fund and the International Stock Index Investment (I) fund.

There is no guarantee that future rates of returns will replicate the historical annual rates of return (1999 returns: G fund - 6.0 percent, F fund -0.8 percent, C fund 21.0 percent).

There is a risk of investment loss in both the C and F funds. Even so, the opportunity to earn is there.

The TSP gives you freedom to borrow your own money and pay yourself back through the TSP loan program. There are TSP annuities available at retirement. You may move your money already invested from one of the three funds to another up to once a month. You may query the Thrift Savings Plan via website

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<http://www.tsp.gov> to receive up-to-date information, answers to many TSP questions, rates of return, current loan interest rate, the annuity interest rate index, forms and publications, and a calculator to project your future account balances.

Starting in October 2000, the TSP will issue quarterly statements for the periods ending March 31, June 30, September 30, and December 31. The first new statement will cover September 1, 2000 through December 31, 2000.

There is such a great opportunity here. There is so much more information available to you. Please investigate what the TSP can do for you. I think you'll be pleased. Call your personnel generalist for more info, or review the above website for TSP publications and forms. Remember, the sooner you start, the sooner your money can work for you!

Notice of Change

Information was received on June 16 concerning a delay of the implementation of the new TSP record keeping system scheduled for October 1, 2000. Because the contractor, American Management Systems, Inc. (AMS), was unable to make sufficient progress in testing the new system, the October 1, 2000 implementation date has been indefinitely delayed. More detailed information about the a new implementation date will be provided when AMS completes testing of the system and reports to the TSP Board that the system is functional and ready to receive employee use. Additional information on the progress toward completion of the new system will be posted on the TSP website, www.tsp.gov. □

Carolyn Bauer, Natural Resources Section, presents a gift to Ranger Cindy Jackson during her Farewell Luncheon at Cheatham Lake. After serving 14 years in the Nashville District, Jackson has moved the position of Assistant Operations Manager at Lake Wappapello, Mo.



Photo by Bill Peoples

Employees Information Enhancement Council Makes Progress

by Mary Hayeland,
Cheatham Power Plant

We have experienced a lot of changes in the way the District conveys information. Just 15 years ago all correspondence had to be mailed. This was done in franked envelopes without postage. Mail, telephone, meetings or the rumor mill were the way we communicated.

Today we have e-mail, internet, fax, telephone, meetings and still the rumor mill. Very little is sent by mail. In spite of all of these means of communication, we seemed to still be mis-communicating. We were not a team working together.

With all the changes happening in the District, (reorganization, CEFMS, downsizing and budget cuts) it was imperative that we as a team meet these challenges successfully.

Revolutionize Effectiveness

In the Chief of Engineers, Lt. Gen. Joe Ballard's Vision and Strategic Plan, he said "Build the team, leverage the total Corps organization through teamwork to provide seamless support to customers." In the Nashville District the seams could be felt between the District Office, Field People, Locks, Resource, and Power Plants. We had to build the team so we could all work together.

The Employees Information Enhancement Council (EIEC) was formed in April 1996. Major Bill Adamson and Carol Warren were to chair the meetings. All employees were invited to be on the

Council. The council members represented all elements of Nashville District. Its members were District office employees, field people, locks, resource, power plants, managers and administrative personnel. The diversity of the council ensured that all problems are identified in the *whole* District. The *whole* group then works together to solve the problems.

In 1998 a Leadership Development Program Survey Team conducted a survey on the organization, efficiency and morale in the Nashville District. The extent of the participation and the results were surprising. The results could not be ignored and greater attention was given to improving the areas of concern identified in the survey. The EIEC was asked to re-form and reenergize, with its wide mixture of employees, to work on improving some of these areas of concern. Some problems were solved when the Council focused on the problem; the council solved some and improved others. The Council has gained experience and results and the Project Review Board listens. The Council is now labeled an Action Team.

The current members of the Employees Information Enhancement Action Team are Laura Artis, Bob Enlow, Shirley Cherry, Janice Nelson, Yvonne Hamilton, Sylvia Brown, Gloria Cartwright, Kathy Lachicotte, Mary Hayeland, Bill Jackson, Dane Owens, Debbie Groghan, Todd Yann, Connie Hardeman, Dow Williamson, Joe Pendergrast, Cathy McClanahan, Bob Boyd, Sandy Bennett, Wayne Lanier, Tony Bivens, Curtis Malone, Dave Robinson, Bill Page, George Groghan, Sue Crofutt, John Tibbels, Steve Money maker and Ray Algood.

The members also report on things that are happening in all areas of the District. Some of the members describe their work lives and some shift employees even attend meetings on their off time. This exchange of news/information brings the group closer together. It puts faces to names, and they become less anonymous. They all feel a part of the Nashville District Corps Family. Maybe this will have a ripple effect on the whole District. □

The Corps Crowd

Congratulations to..

... Vicky Caldwell, program analyst, Programs Management Branch on her recent promotion.

... Vicky Caldwell, program analyst, Programs Management Branch, whose son James Crenshaw was selected to represent Hunters Lane High School at Boy's State being held at Tennessee Tech University. James was also elected Mayor of his Boys State City.

... Tygima Steele, former student aide in the Contracting Division, was selected for an internship with the U. S. Marshall's Office in Memphis. Tygima is a senior at the University of Memphis majoring in Criminal Justice.

... Donald Dean, Florence Repair Station, whose son, Chris, a graduate of Rogers High School, recently received an Academic Scholarship to attend Northwest Community College.

... Donna Parker, student aide at Wheeler Lock, who received her bachelor's degree in Business Management from Athens State University in May.

... April Napier, student aide, Martins Fork Lake, who earned the distinction of

being on the Spring Semester Deans List at Southeast Community College in Middlesboro, Ky.

... Jimmy Carter, ranger, Old Hickory Lake, whose son Jackson Carter won the Overton County-wide scholar's bowl for fourth graders. He also had the highest grade point average at his elementary school, A.H. Roberts, in Livingston.

... Ron Gatlin, Regulatory Branch, who was recently selected as the new Chief of Regulatory.

... Perry Sweet, Real Estate Division, who was selected as the Lead Appraiser in Real Estate.

Welcome to...

... Rebecca Johnson, the new student aide at Cheatham Power Plant. She will be a senior at Cheatham County Central High School in the fall.

... April Napier, student aide at Martins Fork Lake. She is a student at Southeast Community College.

... Judy Hargis, ranger co-op student at the Lake Cumberland Resource Manager's Office. She attends Eastern Kentucky University and is majoring in Outdoor Recreation-Environmental

Education.

... Brock Jones, park ranger (student trainee) at Lake Barkley. He is a student at the University of Tennessee - Martin.

... Four new employees in the Plant Section: Larry McGehee, maintenance worker; Paul Michael Rowe, maintenance worker; Paul Owen Traugher, maintenance worker; Joseph Adawag, marine machinery mechanic

... Cindy Smith, Natural Resources program assistant. She comes to the Nashville District from Fort Campbell, Ky.

Farewell to...

... Kimberly Hamm, student aide at Cheatham Power Plant, who resigned to accept another job.

... David A. Thrasher, maintenance mechanic at Lake Cumberland Resource Manager's Office, who retired June 2, after 30 years of service.

... Jim Sharber, conservation biologist, Natural Resources Section, retired June 2, after 20 years of service.

Wedding Bells for...

... Kristy L. Thompson, office automa-

Continued

Judy Smith named Employee of the Quarter for April – June

Judy Smith, administrative assistant in the Executive Office, has been named the Nashville District's Employee of the Quarter for April – June.

"Her cooperative attitude and performance is widely recognized," said Carol Warren, executive officer, Nashville District. "She has received the LRD Administrative and Office Support Employee of the Year Award, the Commander's Award for Civilian Service, the Army Achievement Medal for Civilian Service, Achievement Certificate, and has received Performance Awards, Special Act Awards, On-the-Spot Awards and Time Off Awards. Judy completed her block Castle and is well on her way to completing her second castle."

Among Smith's accomplishments



during the quarter are serving on the team which established the EAGLE (Employees Achieving Greatness in Leadership and Education), assisting the Real Estate Division while they were filling their

Administrative Assistant position and provided support to the Public Affairs Office.

Smith, in addition to her rigorous duties in the Executive Office, is also pursuing a Bachelor's degree in Management and Human Relations from Trevecca University. The curriculum is an accelerated evening program designed for adult students that are

employed full time.

A member of Grace Baptist Church, Smith is active in church activities including the choir, outreach ministry, as a third and fourth grade Sunday School teacher, and as director of the Children Christmas Craft Program. Annually she supports charitable causes such as the National Diabetes "Walk on the Wild Side," the Special Olympics, the National Leukemia Foundation and St. Jude's Hospital. Smith is also an active member of the Management Sponsored Activities Committee and the Castle Club.

"Judy makes the Nashville District and the Executive Office a better place to work," said Warren. "She has a 'can-do' attitude that has made her synonymous with customer care and assistance throughout the District and the Corps of Engineers. She sets a fine example of Corps Quality at work and is a real pleasure to work with. We are lucky to have her." □

Corps Crowd Continued

tion clerk at Pickwick Lock, who became Mrs. Jon Warrington on April 8. The couple now resides in Savannah, Tenn., after a honeymoon at the Opryland Hotel in Nashville.

Baby Brigade for...

... Debbie Tuck, Regulatory Branch, her husband, Bob, and big brother Clayton Tuck, on the birth of daughter and new sister, Farra Emma Sue, who was born on June 2, weighing 8 pounds, 2 ounces, 20 inches long.

Sympathy to...

... the family of retiree Harold R. (Reggie) Stafford, a longtime employee of the Construction-Operations Division, who passed away at the age of 70 on Oct. 1.

... the family of Herman Gray, former chief, Design Branch who recently passed away.

Thank You...

... Penny C. Harris, admin assistant, for the Logistics Management Office and the Electrical Services Unit: "I would like to thank every one for phone calls, visits, gifts and donating leave during my maternity leave. God has blessed me with Destinee' Cherisse, born on Feb. 11. We appreciate all that you have done!" □



Photo by Bill Peoples
Emmett E. Forte (left), District safety officer, receives his retirement pin from District Commander, Lt. Col. Pete Taylor (right), during a Retirement Ceremony in his honor. Forte retired after more than 40 years of federal government service.

Retiree Corner

Mark your calendars now for the next Retiree Luncheon to be held on Oct. 18 at Picadilly's Cafeteria in Madison.

Hydropower Continued From Page 14

"We are also putting an emphasis on water quality issues because of the dissolved oxygen levels," said Brown. "Low dissolved oxygen is not directly caused by the hydropower operation. The position of the intakes happens to be at the level where the reservoir water has low dissolved oxygen concentrations. We are working within our rehab reports to come up with alternatives to mitigate or enhance water quality. The best mechanical option is to install a new type of auto-venting turbine, which is designed with computer models to mix air with the turbine discharge water to increase the level of dissolved oxygen in the tailwater area. The aerating feature of this type of turbine can be valved off when not needed, to return the turbine to maximum operating efficiency. (Turbine operating efficiency drops by two to three percent when it is in the aerating mode). At best, however, the aerating turbine is only a partial solution to the dissolved oxygen problem; therefore, we are also investigating new technologies to actually inject oxygen into the lake. We are optimistic that these features will significantly improve the projects' water quality."

The Hydropower Rehab program is forging ahead to ensure the continued availability of hydroelectric power from the Cumberland River basin and is being innovative in the use of non-federal funding and in condensing the traditional timeline for rehabs, according to Brown.

"We are working with the Hydroelectric Design Center and Headquarters to do what we can do in Nashville to be a little more aggressive than traditional," said Brown. "We want to take a 30-year program and condense it into 14 or 15 years, to do that we have to step outside the box and pursue innovative contracting and implementation strategies. Even in our rehab reports, we are trying to do more than one a year to get those authorities on the shelf so we can react quicker when funding becomes available." □

Calendar

July

16

First Atomic bomb exploded (1945)

21

Battle of Bull Run
(aka Manassas; 1861)

24

Tennessee readmitted to the Union (1866)

27

Korean War ended (1953)

29

NASA established (1958)

August

2

Lincoln Penny First issued (1909)

3

U.S. Coast Guard established (1790)

6

Atomic bomb dropped on Hiroshima,
Japan (1945)

11

Retirement Reception/Dinner for Charlie
Grider, Lake Cumberland State Park, 6 p.m.

14

Japan surrendered (WWII, 1945)

Information for the August calendar must be received in the Public Affairs Office by Aug 17. Please send email to William.L.Peoples@usace.army.mil. Information on events and activities of interest to all District employees is requested from the staff and the field.

U.S. Army Corps of Engineers
Nashville District
P.O. Box 1070
Nashville, TN 37202-1070

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139 District Team Members Receive Length of Service Awards

Recently, 139 District team members received Length of Service Awards recognizing their years with the federal government. Please congratulate them when you see them.

Five Years

Gerald Choat
Eugene Hixon
Lisa Jerrell
David Landis
Robert Miller, Jr.
Donna Parker
Tadd Potter
William Thomas
Kristy Thompson
Dan Webb
Angela Young

Ten Years

Virginia Bevis
Sandra Breault
Dale Brewer
Jimmy Carter
Janine Cowling
Parvathi Gaddipati
Charlie Ho
Sandra Jackson
Lyla Johnson
Phyllis Kohl
John Manor III
Charles Melton
Frankie Silver
Scott Simmons
Sheri Tims

Fifteen Years

Ben Amos
Mildred Cabaniss
James Cannon
Sam Coward III
Richard Cummings
Nancy Eason
Jeffrey Flowers
James Hughes
John Keith
Sherri Lampley
Zina Ledford
Glenn Mcallister
Dale Overly
Jeffrey Ross
John Suter
John Tribble, Jr.
Marty Tyree
Pamela Warfield
Howard Warren
Stanley Young

Twenty Years

William Abbott, Jr.
Olga Beddingfield
James Caplinger
James Darnell
Shirlean Duncan
Connie Flatt
Steven Foshee
Diane Frost

Penny Harris
William Hudson
Harry Lancaster
Benton Ligon
Jeffrey Linkinhoker
Chester Lowery
George Morgan
Thomas Morgan
Jefferson Orten
Johnny Parham
Leonard Rankins
Kenneth Rhodes
Robert Sneed
Paul Stewart
Larry Strong
Dewitt Woodall
Joe Young

Twenty Five Years

Philip Burney
Janis Clark
Larry Craig
Danny Crow
Lawrence Engman
Danny Ferrell
Hubert Fisher
William Fisher, Jr.
Myra Haley
Phyllis Hamilton
Tommy Haskins
Geary Hayes

Carol Haynes
Phillip Herrin
Michael Holland
William James
Robert Jarrett
Rosa Jones
Larry Lampley
Lyla Lewis
Robert Love
Wallace Lovell
Jack Midgett
Joanne Miller
Marva Morris
Inez Nelson
James Nelson
Luis Noble
Carl Olsen
Sara Parton
Bonita Rawle
Charles Reed
James Roberts
Gary Rumley
Ronny Snow
Jerry Strother
Thomas Thompson
Richard Tippet
Robert Tower
William Vecchione
Hershel Whitworth
Orville Wicker
Dow Williamson, Jr.

Sharon Wilson
Todd Yann

Thirty Years

Sherry Blackburn
Harry Blazek Jr.
Ronnie Butler
Ronnie Collins
Wiley Hayes Jr.
Larry Himelick
Gary Hubbard
Kenneth Lewis, Jr.
Lester Lowe, Jr.
Robert Mccullen
George Nimmo
William Parsons, Jr.
Roy Rector
James Russell
Robert Staples
Annie Stewart
Perry Sweet
David Thrasher
James Wells, Sr.
Dennis Williams

Thirty-Five Years

Charles Langley
Shirley Overby

Forty Years

Euria Blanton